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20 November 1950

MEMORANDUM FOR: Chief, Plans and Policy Staff
Chief, Administrative Staff
Chief, Requirements Staff
Chief, National Intelligence Survey Division
Chief, General Division
Chief, Economics Division
Chief, International Organizations Division
Chief, Map Division
Chief, Latin America Division
Chief, Eastern Europe Division
Chief, Far East Division
Chief, Near East Division
Chief, Western Europe Division
Chief, Northern Division
Chief, Interim Psychological Intelligence Division

FROM : Assistant Director for Research and Reports

SUBJECT : Proposed Alternative Organizational Plans for the
Office of Research and Reports

1. Three alternative organizational plans for O/RR are attached hereto at Tabs A, B and C.
2. A breakdown through Section level of the Economics Division appearing in Plans A and B is included at Tab D.
3. A statement of Mission and Functions of O/RR applicable specifically to Plans A and C, and with some essential modifications to Plan B is included at Tab E.
4. A statement of the assumptions upon which each of the three plans have been based is included at Tab F.
5. As a matter of priority, it is requested that you review the attached documents and be prepared to discuss them and make recommendations to me at a meeting to be held for this purpose at 1400 hours, Tuesday, 21 November 1950 in Room 2519, "M" Building.

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NEXT REVIEW DATE: 1989
AUTH: HR 70-2
DATE: 5 Dec 79 REVIEWER: 008514

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OFFICE OF RESEARCH REPORTS PLAA

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PRODUCTION STAFF

OPERATOR PROGRAM CONTROL ROOM AND
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OFFICE OF RESEARCH & REPORTS PLAN B

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ADMINISTRATIVE EXEC

ECONOMIC
DIVISION

SOV ORB

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TRANS ECON

ECON WARFARE

PSYCHOLOGIC
DIVISION

SOV-ORR

NON-SOV-E

NON-SOV-W

PSYCH WARFARE

CONT. ANAL

SCIENTIFIC
DIVISION

BACTERIAL WARFARE

CHEMICAL

MEDICAL

PHYSICS

ATOM EN.

GEOPHYSICAL

SCIENCE RESIDS

WEAPONS

GEOGRAPHIC
DIVISION

INTRODUCTION

CARTOGRAPHIC

CLIMATE

OPERATIONAL
DIVISION

SOV-ORR

NON-SOV-E

NON-SOV-W

MILITARY

ATMOSPHERIC

SUPPORT
DIVISION

LIBRARY

BIOG-REG

INDUSTRIAL RES

GRAPHIC RES

FORN DOC.

SPEC REPORTS

GRAPHIC PRESS

INFO CON

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OFFICE OF RESEARCH & REPORTS DETAILED BREAKDOWN OF DISCIPLINES

TELECOMMUNICATIONS

COVERED BY
LAW

AND
SECURITY

TRAVEL
AND
TRANSPORTATION

ECONOMY, WAR-
FARE BRANCH

FOOD & AGRICULTURE

AND
INDUSTRY

AND
TRANSPORTATION

PHARMACEUTICALS

AND
PRODUCTION

AND
INDUSTRY

AND
TRANSPORTATION

PHARMACEUTICALS

MILITARY & AIR

AND
INDUSTRY

AND
TRANSPORTATION

PHARMACEUTICALS

MILITARY & AIR

AND
INDUSTRY

AND
TRANSPORTATION

PHARMACEUTICALS

FINANCIAL & TRADE

AND
INDUSTRY

AND
TRANSPORTATION

PHARMACEUTICALS

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OFFICE OF RESEARCH & REPORTS DETAILED BREAKDOWN OF DISCIPLINES AID

ECONOMIC DIVISION

SOVIET CREDIT
BRANCH

NON-SOVIET
CREDIT

TRANSPORTATION
& TELECOMMUNICATIONS

ECONOMIC WAR-
FARE BRANCH

FOOD & AGRICULTURE

TEXTILES & CLOTHING

MUNICIPALITY & METAL

MAINTENANCE & REPAIR

FINANCE & TRADE

LABOR & MANAGEMENT

INDUSTRY

TRANSPORT

TELECOMMUNICATIONS

ENERGY

DEFENSE

SCIENCE

AIR

RAILROAD & TRUCK

WATERWAY & MARITIME

PIPELINE & TANKER

MERCHANT MARINE

PORT & NAVAL FACILITIES

TELECOMMUNICATIONS

PROCLAIMED VIOLENCE

PROLIFERATION

STRATEGIC DISRUPTION

ARMED STRUGGLE

SAFETY & SECURITY

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Tab E

OFFICE OF RESEARCH AND REPORTS

Statement of Mission and Functions, Plan A or C

I. Mission: The Assistant Director for Research and Reports is charged with the planning and coordination of foreign intelligence research and reporting activities within the Government, and, with the production of intelligence reports in support of national intelligence estimates, for certain operational purposes, and in certain fields of common concern. In carrying out this mission he shall collaborate with the Assistant Director for National Intelligence Estimates to the extent necessary for the effective accomplishment of their respective missions.

II. Functions: The Assistant Director for Research and Reports shall:

1. Act upon all requirements for intelligence research and information in support of the Office of National Intelligence Estimates, utilizing departmental and other intelligence research and collection facilities, where appropriate.

2. Provide operational intelligence support to CIA field activities, to the governmental economic and psychological warfare effort, and to such other foreign activities of the government as may be directed.

3. Produce intelligence reports in those fields of common concern which have been allocated to CIA as a matter of primary responsibility.

4. Prepare, coordinate, maintain, and supervise the execution of interdepartmental intelligence research programs. Such programs shall provide for meeting the foreign intelligence research requirements of the Government, for an integration of the governmental foreign intelligence

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research effort, and for appropriate allocation of production responsibilities among participating agencies. In addition such programs shall utilize research facilities external to the government where appropriate

5. Prepare recommendations to the Director of Central Intelligence for action needed to resolve problems of inadequacies in intelligence research facilities, and allocations of production and collection responsibilities throughout the governmental intelligence structure.

6. Continuously assess the adequacy, accuracy, and timeliness of incoming information and intelligence relating to the intelligence production responsibilities of the Office of Research and Reports for the purposes listed in paragraphs 7, 8, and 9 below.

7. Formulate and establish requirements for action by appropriate collection and source exploitation agencies of the Government.

8. Prepare and provide for use by field collection agencies of the Central Intelligence Agency, and, where appropriate, other governmental collection agencies, such evaluations of information reports and appraisals of source potential as may be needed to guide field collection personnel.

9. Provide substantive guidance and direction to collection, source exploitation and production agencies of the Government and supply them with periodic appraisals of their efforts in support of foreign intelligence research requirements.

10. Provide a centralized facility for the procurement and production of foreign geographic and map intelligence, including the maintenance of necessary reference facilities.

11. Provide and arrange for graphic and audio-visual presentations as required to support CIA's intelligence production mission.

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12. Exploit for intelligence purposes all types of foreign language documents, including captured documents, foreign press, periodicals, and books.

13. Provide a central translation service to support informational and operational needs of the Agency and to fulfill, when Agency workload permits, translations requests from other approved governmental agencies.

14. Maintain and operate the CIA library and related intelligence reference activities.

15. Study and develop doctrine, techniques and methods relating to the intelligence research process and employ them where appropriate.

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E - 3

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Tab F

Assumptions Upon Which the Proposed Organizational Plans
for the Office of Research and Reports Have Been Based

I. Assumptions common to all three plans

1. That O/RR will have primary responsibility for basic research, limited current reporting, and the production of certain "operational" and specially designed intelligence reports in the fields of Economic, Scientific, Military and Psychological Intelligence.

2. That primary responsibility means original research and production by O/RR with the support and collaboration of other departments and agencies of the government where practicable and appropriate.

3. That, in view of the foregoing assumptions, O/RR will be required to fulfill an intelligence coordination role, interdepartmentally, as well as an intelligence production role in the field of research and reporting.

4. That the field of research and reporting is interpreted to include analyses of foreign capabilities and vulnerabilities, stopping short of appraisals of foreign intentions, and interpretations of their significance in terms of the national security; which appraisals and interpretations are assumed to be included in the functions of O/NE.

5. That within its assigned fields of primary production responsibility O/RR will be required to support not only O/NE, O/SO, and O/PC, but also the IAC agencies and under appropriate security measures other governmental departments and agencies engaged in foreign activities.

6. That O/RR will be responsible for acting as NIS Coordinator for Chapters III and VI and Supplements I, II, and III in addition to its present responsibilities under the NIS program.

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7. That O/RR will be responsible for operating the CIA Library and related reference facilities, exploiting foreign documents and providing translation services, providing graphic presentation facilities for illustrating intelligence reports and estimates, and for administering an information control facility for the Agency.

II. Assumptions applicable solely to Plans A and C

In addition to those contained in Section I above, Plans A and C have been based upon the following assumptions.

1. That O/RR will undertake to conduct a full scale basic intelligence effort as a central production facility including the fields of Political, Cultural and Sociological Intelligence.

2. That O/RR will be provided with certain support and collaboration of other departments and agencies of the government; such support to include the detail of personnel to CIA/RR for this purpose, and the provision of space and use of certain departmental facilities where appropriate.

3. That in view of the foregoing assumptions O/RR will be responsible for acting as NIS Chapter Coordinator for each of the nine component parts of the NIS Outline as well as the four supplements.

4. That O/RR will provide a complete backstop for O/NE in the fullest sense, insofar as intelligence research and reporting is concerned, to the extent that it will receive and process all requirements of O/NE for research support, including the maintenance of files, and the initiation of production and collection action.

(NOTE: The distinguishing difference between Plan A and Plan C is the method of providing for Economic Intelligence. In Plan A it is a self-contained functional division. In Plan C it is decentralized to the three regional

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divisions with provision for certain international aspects to be dealt with on a global basis.)

III. Assumptions applicable solely to Plan B

In addition to those contained in Section I above, Plan B has been based upon the following assumptions.

1. That O/RR will have no responsibilities in the field of Political Intelligence, except the procurement of political reports produced elsewhere for use in providing operational support to O/SO and O/PC, and carrying out its economic, scientific, psychological, and military intelligence research and reporting mission.

2. That O/RR will be required to provide O/NE with only limited support in the fields designated as the primary responsibility of O/RR.

3. That O/NE will attempt to obtain its primary support from the IAC agencies and secondary support from O/RR except in the fields of economic and scientific intelligence research and reporting.

4. That O/RR may, however, be required to compile and synthesize certain research reports produced by others as composite intelligence reports for O/NE, O/SO, and O/PC.

(NOTE: In view of the foregoing, Plan B is a purely functional organization with a small "Operational Division" to act as a catalyst, fire-fighting, reserve squad and backstop for unforeseen contingencies.)

F-3

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